

THE AFCEE 2009 ANNUAL REPORT

CenterViews

Vol. 15, No. 4 Special Issue





U.S. AIR FORCE



Editorial Staff

Dennis Firman, director

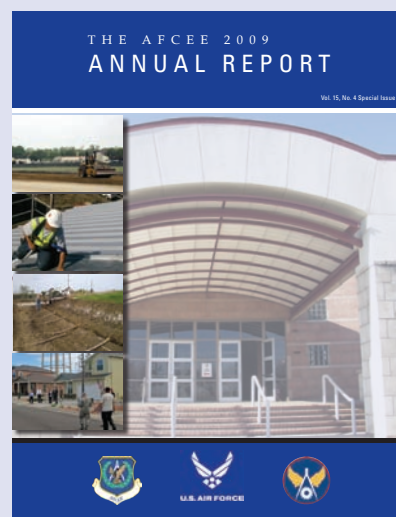
Col. Wilfred T. Cassidy, deputy director

Christine O'Brien, chief, strategic initiatives

Michael Hawkins, chief, strategic communications

Gil Dominguez, editor

On the cover: Images representing AFCEE's work in environmental restoration, military construction and housing are bordered by a picture of one of the entrances to AFCEE's new home in Building 171.



CenterViews is published quarterly as a funded newspaper. It is an authorized publication for members of the of the U.S. military services. Contents are not necessarily the official views of or endorsed by the U.S. government, the Department of Defense or Department of the Air Force.



Participants in the 2009 Senior Leaders Meeting held in San Antonio in December. (Photo by Gil Dominguez)

Table of Contents

Editor's Note	1
Mission, vision and organization	2
AFCEE business	2
From the director.....	3
Division Highlights	4
Capital Investment Execution (EX).....	5
Capital Investment Management (CM).....	9
Technical Division (TD)	12
Contingency Construction (CX).....	15
Housing Privatization (HP)	17
Operations Support (OS)	21
Contracting (AC).....	23
Strategic Initiatives (SI).....	24
Small Business (SB).....	26
Legal (JA)	27
AFCEE move marks a new era	28
AFCEE involved in BRAC construction	29

Editor's Note

At the end of February I will be retiring from government service after a 30-year career, which includes military service with the U.S. Army and a tour of Vietnam. Depending on when this issue goes to press, I may already be retired.

Like most editors, I prefer to stay in the background, but my chief has asked me to write my own "obituary," as he called it, and I suppose it's appropriate in this case.

First of all, with my retirement *CenterViews* will go into hiatus until the dust settles from our move to Building 171 at Port San Antonio – formerly Kelly AFB – and a new editor comes on board.

With the move to Building 171 I will have come full circle, as the saying goes. That's where I started my Air Force public affairs career back in the early 1980s.

My first job was in a temporary writer position with the Directorate of Material Management, which had its main offices in Building 171. I was the only writer in an organization filled with engineers, logisticians and schedulers.

In Material Management I started the organization's newsletter and wrote about the directorate's people and programs for the base newspaper, receiving several notable achievement awards in the process, and my job was converted to a permanent one. But when a position opened up at the base public affairs office the staff there encouraged me to apply for it. I jumped at the opportunity because it meant a promotion and a chance to work with people in my field.

I was flattered that Materiel Management officials offered me a number of incentives not to leave, but a promotion was not one of those, and they didn't want to stand in the way of my advancement. But my time at Material Management ranks as the best and happiest of my entire adult working life.

At the public affairs office my job title changed from writer to public affairs specialist. I started in the media relations section and had the opportunity to take part in preparations for the visits of a number of high-level domestic and foreign dignitaries, from the first President Bush to Pope John Paul II. There were visits also by the late comedian Bob Hope and the Challenger space shuttle.

My next move was to the base newspaper, the *Kelly Observer*, and later became its assistant editor. I was

fortunate during my time on the newspaper staff to win a number of writing awards, including a second-place honor in sports writing in an Air Force-wide contest.

Not long after completing the Editors Course at the Defense Information School at Fort Benjamin Harris, Ind., I accepted my job at AFCEE. When I came here in 1992 I didn't realize I would be responsible for launching the agency's official publication, which started out as a four-page newsletter and evolved into what it is today. It has been an honor being the first and – so far – only editor of *CenterViews* because it signifies to me that the AFCEE leadership had confidence in my ability to produce a publication that is read at all levels of the Air Force, from the bases all the way up to the Pentagon.

People ask me what I'll be doing when I retire. My reply is always, "Whatever I want to do." I'm not being flippant. I relish the idea of having the freedom to do what I want to with my time. At this point I have no immediate plans to take on another career, although that may change later. I have been teaching freshman English composition and technical writing at a local community college and will probably continue doing that for a while, and, of course, I'll keep writing. I published my first book in 2004 and just recently completed another manuscript and am looking for a publisher. I have a lot of other projects in the works, and retirement will give me the time I've always wanted to devote to my writing. Volunteer work is another item on my retirement agenda.

Also, my wife and I want to do some travelling, going to do those places we have wanted to visit but never had the time or opportunity to do so. Like me, she wants to see this great country of ours, take in the historical sites and enjoy the beauty of the land.

To all of you who have been faithful readers of *CenterViews* and have contributed material to the publication during the past 18 years, I want to say a heartfelt "thank you." To everyone at AFCEE, I want to say it has been my pleasure to chronicle your remarkable achievements on behalf of our nation. □

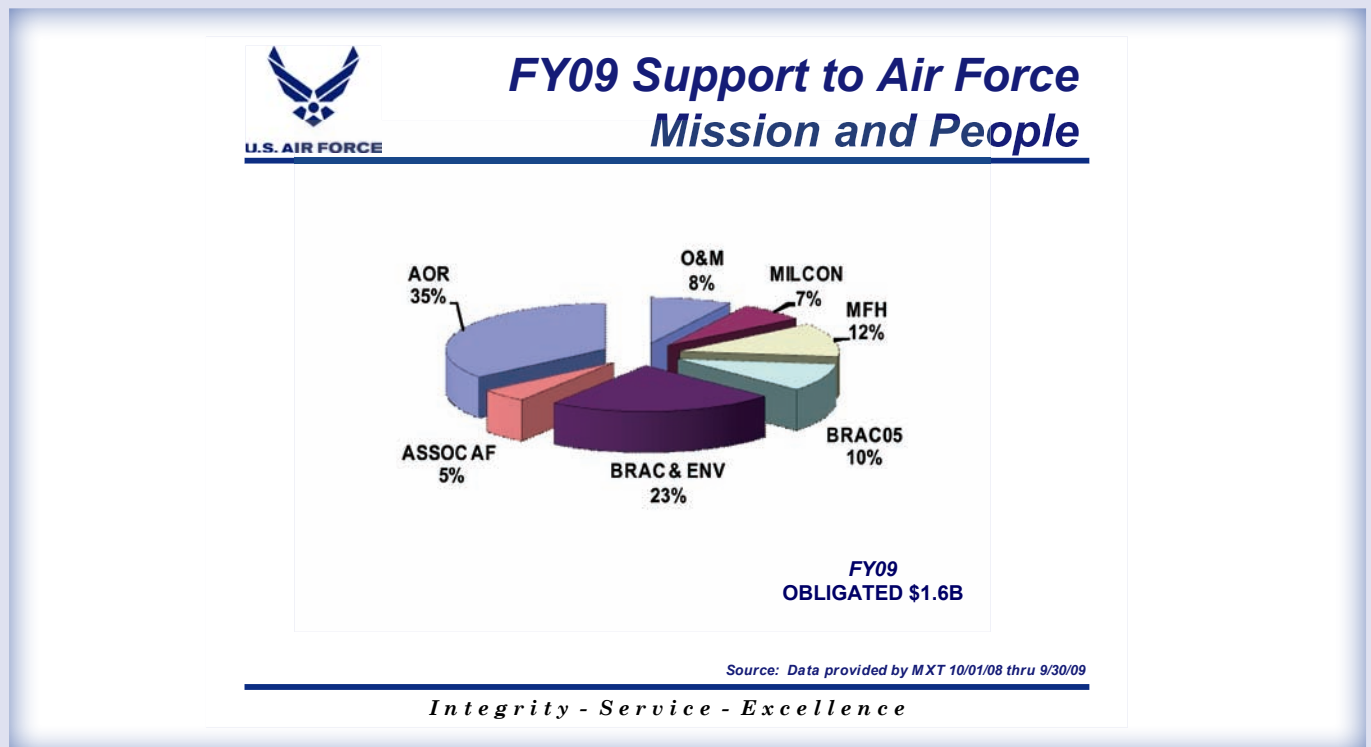
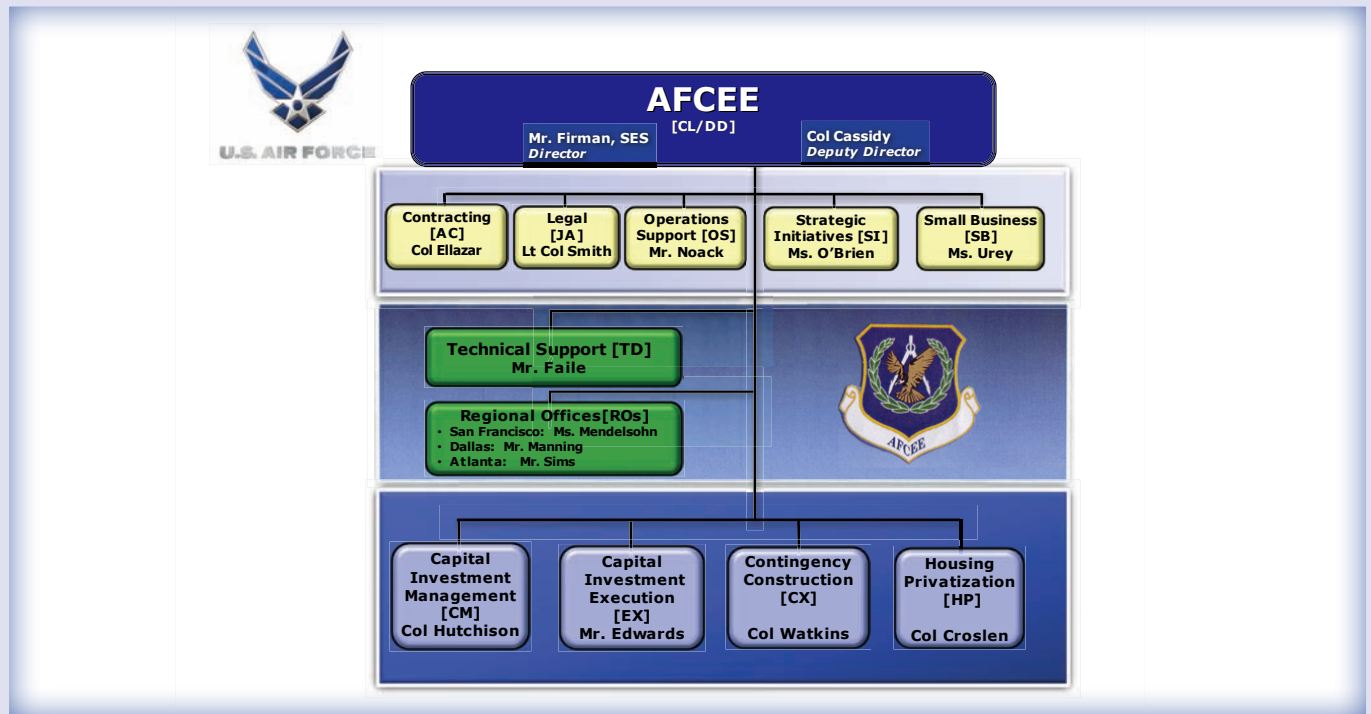
Gil Dominguez,
Editor

Mission

AFCEE provides integrated engineering and environmental management, execution and technical services that optimize Air Force and Joint capabilities through sustainable installations.

Vision

AFCEE is the DOD leader in worldwide engineering and environmental services – enabling sustainable Air Force and Joint installations to project global air, space and cyber power.



From the director:



Dennis M. Firman

Welcome to the pages of the AFCEE 2009 Annual Report. What you read here will give you an inkling of the Center's accomplishments last year and our expectations for the next.

If 2010 is anything like 2009, there are bound to be changes in store, but change has been a constant for AFCEE. When AFCEE moves to Building 171 at the former Kelly AFB, now Port San Antonio, it will be the agency's second major relocation. We've had, also, a number of reorganizations and alignments, an expansion of our mission and a name change.

But AFCEE has been able to weather the upheaval that change sometimes brings, and I'm confident that it will be the same with our move to Building 171. We intend to settle in and quickly make ourselves at home so that our mission and customer support continue uninterrupted.

In 2010 AFCEE will continue to be engaged locally, nationally and globally. Here in the Alamo City, we are involved in a number of Base Realignment and Closure projects. AFCEE is a partner in the San Antonio Joint Program Management

Office along with the U.S. Army Corps of Engineers, the U.S. Naval Facilities Engineering Command and private-sector contractors. In this report you'll read about our vital role in the BRAC program.

Nationally, the housing privatization program is going like gangbusters. This report has information about the record

of base exchanges, shopettes, gas stations and recreation centers. In Afghanistan, we executed projects very important to the future of that embattled nation and our national security. These include the Ministry of Defense Headquarters, the Afghan Defense University and the Afghanistan National Army Intelligence Center.

In 2010 AFCEE
will continue
to be engaged
locally, nationally
and globally.

number of homes that have been completed under the program and some of our major construction projects. The work AFCEE does in this area directly impacts our troops' quality of life, morale and retention and, thus, indirectly affects the Air Force's future. So we're proud to point to our successes in the field of housing privatization.

Elsewhere in the country, we constructed energy efficient homes in Alaska, a windmill in Massachusetts and dismantled and moved a massive building in Wyoming. You'll read about those examples and more in this annual report.

Our work overseas will continue unabated. From Europe to Asia, AFCEE has managed construction

Needless to say, AFCEE's accomplishments would not have been possible without the hard work and ingenuity of our staff and our contracting partners. So to all of you who made 2009 such a successful year I offer my heartfelt thanks. Without each one of you we would have little to report in this publication. You make me very proud to be your director.

Now let's get busy on 2010! □

A handwritten signature in dark ink that reads "Dennis M. Firman".

Dennis M. Firman
AFCEE director

Capital Investment Execution (EX)



Terry Edwards
Division Chief

EX had a successful and productive year, tackling 284 new domestic and foreign projects totaling more than \$1 billion. We executed several high-visibility projects in military construction and Base Realignment and Closure activities.

Internationally, we completed a \$5.6 million, 13,670 square-foot shoppette complex for the Army and Air Force Exchange Service that serves more than 5,000 Air Force, Army and Navy members at Misawa Air Base, Japan. Additionally, we completed a \$5.2 million shoppette and gas station at Yokota AB, Japan, and a 340,000 square-foot, \$65.8

million base exchange at Kadena AB, Japan, which posted record-breaking sales topping \$1 million after its grand opening.

Here in the United States, we completed a \$15.5 million MILCON project at Vandenberg AFB, Calif., constructing a 51,000 square-foot state-of-the-art fitness center. In the housing arena, we initiated multiple phases of the second largest military family housing program, with one economic stimulus-funded phase, at Eielson AFB, Alaska.

Also speaking of “first-ever” accomplishments, EX managed the first “green” building at Randolph AFB, Texas. The new Air Force Personnel Center, scheduled for completion in March is designed in accordance with Leadership in Energy and Environmental Design criteria.

Working with the San Antonio Joint Program Management Office since 2007, we awarded BRAC MILCON work totaling more than \$300 million. One of our biggest BRAC projects was the Medical Education and Training Complex

at Fort Sam Houston, Texas. The METC is an impressive training complex serving the Air Force, Army, and Navy.

At Andrews AFB, Md., as the delegated executive agent authority, EX is managing the design and construction of eight MILCON Non-Appropriated Funds projects worth more than \$200 million.

For 2010, we anticipate construction projects in the areas of sustainment, restoration and modernization. In fact, we are already looking into ways we can posture ourselves within the SRM community to acquire more work.

We look forward to these new opportunities in the coming year! □

For 2010, we anticipate construction projects in the areas of sustainment, restoration and modernization.



The EX staff

EX Highlights

Construction

As noted in the introduction, the new, 35,000-square-foot, \$9.7 million Air Force Personnel Center at Randolph, expected to be completed by March is designed to meet criteria to qualify for a Leadership in Energy and Environmental Design silver certificate. LEED is a goal-oriented approach for building design and construction aimed at meeting green standards and sustainable best practices. Another project managed by EX at Randolph was the conversion of Hangar 6, a historic 1930s-era hangar, into the new home of the 435th Fighter Training Squadron. The change includes 15,300 square-feet of workspace for the squadron's Introduction to Fighter Fundamentals School.

In its work with the Joint Program Management Office, as noted earlier, EX is executing \$260 million worth of construction for five medical instructional facilities that are part of the Fort Sam Houston Medical Education and Training Campus (see related story on page 29). The JPMO is a partnership between AFCEE, the U.S. Army Corps of Engineers, the Naval Facilities Engineering Command and private-sector contractors that

is overseeing the BRAC military construction program in San Antonio. The 2005 BRAC Commission mandated the collocation of Army, Air Force and Navy enlisted medical training at the Army post.



Hangar 6 at Randolph AFB, Texas, undergoes renovation. (Photo by Gil Dominguez)



The orange tubes are part of the glycol radiant heating system for houses being built at Eielson AFB, Alaska. (Photo by Summer Allen)

The San Antonio BRAC program involves building and renovating 78 major facilities and about six million square-feet of space through September 2011. In addition to Fort Sam Houston, other San Antonio installations affected include Camp Bullis, Lackland and Randolph AFBs. The total cost of the San Antonio BRAC program and associated military construction is projected to exceed \$2 billion with AFCEE responsible for the execution of approximately \$300 million to \$700 million in total projects.

The four-year, four-phase housing construction project at Eielson AFB will result in 349 new homes and renovation of 114 existing houses. Only the project at Keesler AFB, Miss., is bigger. The Eielson construction program is scheduled for completion in 2012 with residents beginning to move into finished units as early as this spring. The homes will be certified in accordance with LEED requirements and standards.

At Massachusetts Military Reservation construction was completed on a wind turbine that will provide 30 percent of the current electrical demand for the ongoing cleanup program there. The \$4.6 million turbine is expected to have a payback in six to eight years and generate a total of \$22 million worth of clean energy over its lifetime.



A wind turbine is constructed at the Massachusetts Military Reservation.

The Army and Air Force Exchange Service's largest shopping center in the Pacific region opened its doors to military customers in October at Kadena Air Base in Okinawa, Japan. The two-story, \$79 million, 324,000-square-foot facility was executed by AAFES under an AFCEE contract.



The largest military shopping center in the Pacific region is at Kadena Air Base, Okinawa.

A 4,000 square-foot building was dismantled and its materials recycled to create a new recycling center at F. E. Warren AFB, Wyo. About 40 tons of steel and other materials from the former coal conveyance building were used to construct two separate recycling structures, each measuring about 1,600 gross square-feet (total number of square feet including unusable areas). The project was completed at a cost of nearly \$649,000.

Vandenberg AFB, Calif., officially inaugurated its new fitness center, a project for which EX served as design and construction agent. The facility features three NCAA-sized basketball courts, three volleyball courts, two massage rooms, four saunas, a juice bar, shower and locker rooms and a 9,000-square-foot cardio and free-weight area.



The newly inaugurated fitness center at Vandenberg AFB, Calif.



This 4,000 square-foot recycling center was created from recycled material from a dismantled coal conveyance building at F. E. Warren AFB, Wyo.

At the former Griffiss AFB, N.Y., now Griffiss Business and Technology Park, EX executed a \$9.24 million project for a 25,000 square-foot addition to the Air Force Research Laboratory complex. It includes additions to the existing complex, such as a 750 square-foot loading dock and renovations of 18,600 square-feet to accommodate new laboratory equipment and facilities in support of the lab's scientific and technical mission. The additions are in response to the BRAC program which called for consolidation of missions from Wright-Patterson AFB, Ohio.

At Andrews AFB, EX:

- ♦ Is executing seven MILCON projects, including three projects tied to a 380,000-square-foot LEED silver-certified BRAC administrative facility for up to 2,500 personnel. This building will highlight the first green roof system on Andrews and will incorporate a leading-edge Passive Optical Network communications system.
- ♦ Completed design on two munitions storage area projects totaling \$23 million for active-duty and Air National Guard units on the installation.
- ♦ Is constructing a \$30-million state-of-the-art conferencing facility for Air Force strategic planning and development, with a goal of attaining LEED gold certification.
- ♦ Is building a \$1.6-million gate expansion to support the Air National Guard BRAC moves to the base.

Repairs were completed on two aircraft refueling hydrant systems at Kunsan Air Base, Korea. The projects included updating the systems by replacing old components, including key parts that brought the systems up to current standards. The project, which was completed ahead of schedule and within budget, allows Kunsan to meet its aircraft refueling mission.



Refueling aircraft at Kunsan Air Base, Korea.

EX is managing and executing construction of the Center for Character and Leadership Development at the Air Force Academy. The facility, which was approved by the secretary of the Air Force, is currently in the preplanning phase and will be platinum certified in accordance with LEED requirements and standards.

Environmental

The Massachusetts Military Reservation reached remedy-in-place for all of its 85 sites in FY09 – three years ahead of the Air Force goal. EX manages and executes the MMR cleanup for the Air Force and Army.

At Andrews, the Environmental Protection Agency signed the Record of Decision for a landfill and fire-training area. EX executed the landfill's 12-acre impervious cap and reactive barrier and the fire-training area's bio-augmentation that were selected in the decisions.

The Environmental Programs Branch provided execution and contract management support for the Office of the Air Force Civil Engineer's asset management program, which included collecting data to develop activity management plan, or AMP, templates. Asset management standardizes the way data are collected and assessed, enabling the Air Force to maximize the value of its assets, standardize levels of service and allocate

resources to meet urgent priorities. The AMP templates contain data that address core installation activities, such as providing water, maintaining facilities and managing flight operations infrastructure. After a testing phase that began in the summer, the Air Force Civil Engineer will determine if the AMP process will be used throughout the Air Force.

The Base Conversion Branch has awarded 15 performance-based remediation contracts over the past few years, realizing a cost savings of \$40 million. In the next two years, ten additional fence-to-fence PBRs will be placed at BRAC locations in order to expedite cleanup, leverage government resources and save money.

EX is preparing the environmental impact statements and environmental reviews for the bed-down of the F-35 Joint Strike Fighter for Air Education and Training Command, Air Force Materiel Command and U.S. Air Forces Europe. The EIS and ER documents will evaluate and document for Air Force decision-makers the impacts of deployment of up to 276 aircraft at Air Force and Air National Guard bases both in the United States and overseas. AFCEE's teaming partner for these efforts, valued at over \$6.2 million, is SAIC. EX will be working to meet aggressive timetables for deployments beginning in FY17. □

Capital Investment Management (CM)



Col. Michael W. Hutchison
Division Chief

CM had a record-setting and successful 2009. We made extensive progress in awarding FY06-FY08

prior-year, carry-over projects, starting FY09 with 68 un-awarded projects to complete the fiscal year with only 10 projects remaining to award. The division achieved record-setting performances for the FY09 MILCON program execution and implemented several initiatives for smooth MILCON transformation and a more efficient execution and delivery of the MILCON process.

Additionally, the division successfully transitioned the responsibility for the Air Force's Environmental Restoration Program from the MAJCOMs to the CM

Restoration Program Management Office; made significant progress on achieving 2012 Air Force Remedy-In-Place (RIP) goals; and facilitated the successful transition and central management of the Air Force's Military Munitions Response Program in March 2009.

CM had a record-setting and successful 2009.

CM Highlights

MILCON

For MILCON execution, CM awarded 113 projects out of a combined program total of 133 projects resulting in an overall award execution rate of 85 percent, a 20 percent increase over last year's rate. Noteworthy performance on three MILCON groups included:

- ♦ Regular MILCON Program: Awarded 90 percent of \$1.44 billion program within year of appropriation.
- ♦ American Recovery and Reinvestment Act program: Awarded 100 percent of \$529 million program within five months.
- ♦ BRAC program: Awarded 85 percent of \$555 million program.

Also in 2009, CM worked aggressively on the introduction and implementation of Air Force initiatives such as the Leadership for Execution Awards and Partnering, Project Definition Rating Index, standardized designs, MILCON program playbook and bid savings options – all instrumental in the delivery of the Air Force construction programs.

The monthly LEAP meetings engaged both AFCEE and design/construction agents senior leadership, improving communications for fast and effective resolution of problems and promoting shared accountability for project

execution. This successful initiation led to a 20 percent improvement in project award rate (up from 65 percent in FY08 to 85 percent in FY09).

CM developed standardized requests for proposal for common facilities on Air Force installations. This initiative resulted in the award of seven child-development centers, four dormitories and two family housing projects with an approximate cost of \$259 million; all were awarded within six months and with LEED silver certifications. CM will continue expanding standardized RFPs to all common facilities.

Last but not least, the division effectively implemented bid additives initiatives focusing on sustainability, LEED and energy enhancement resulting in 81 sustainable facilities for FY09 including 32 projects that will achieve LEED silver certification, exceeding the Air Force certification goal by 32 percent.

In 2010 we will continue our efforts to optimize the MILCON transformation process for more efficient execution and delivery of the MILCON program; to improve the quality of our services and communications with customers and partners; and keep the 'E' of excellence inside the AFCEE team.



The CM staff.

In 2009 CM made great contributions to the AFCEE team with the production of several projects executed and delivered in a timely and cost-effective manner, meeting quality, sustainability and green building requirements. The following are some examples of these projects:

- ♦ Joint Air Ground Center at Fort Hood, Texas, with a \$10.8 million cost awarded on schedule and under budget in the fourth quarter of FY09. This was the result of good partnering between AFCEE and the construction team, resulting in great customer satisfaction.
- ♦ The Air Education and Training Command Lackland AFB, Texas, basic military training campus is a multiyear (FY09-FY10) project in a construction-free zone separated from the rest of main base to eliminate security and access problems. This is the first of eight training dorms awarded with substantial bid savings.
- ♦ Another multiyear, multimillion dollar program we are engaged in is the F-35 joint strike fighter bed-down at Eglin AFB, Fla., comprising two FY08 projects, 11 FY09 projects, 11 FY10 projects and one FY11 project – at a total cost of \$331 million. All projects are eligible for LEED certifications.
- ♦ The BRAC Medical Education and Training Campus at Fort Sam Houston is also a multiyear, multimillion dollar program comprised of five FY08 projects, 11 FY09 projects and one FY10 project at a cost of \$582 million. This group of projects include a headquarters administration, medical installation and dining facilities. (See story page 29.)
- ♦ In the pursuit of excellence in the delivery of projects that meet high standards of sustainability and environmental requirements, CM is working on the FY11 Center for Character and Leadership Development at the United States Air Force

Academy, Colo. This project is expected to meet LEED platinum certification goals.

- ♦ The Eielson AFB, Alaska, military family housing project is a four-phased, multiyear, \$280.9 million program to replace and improve housing units at that base.
- ♦ Similar multi-phased, multi-year MFH programs are taking place at three air bases in Japan: a \$101 million program at Misawa; at Yokota, a \$78.9 million program; and a \$247.9 million program at Kadena. A total of 259 new units have been awarded or are under construction.
- ♦ Bid savings of about \$42 million resulted from excellent planning for construction of the \$75 million U.S. Central Command Headquarters at MacDill AFB, Fla. Planning dealt with restrictive-site conditions and awarding of a contract early for site work to relocate utilities and consolidate soils. Good partnering practices ensure success of the project meeting LEED gold certification requirements.
- ♦ Two good samples of efficient project execution are the BRAC Human Performance Wing Complex at Wright-Patterson AFB, Ohio, with a \$203 million cost executed at 15 percent ahead of schedule and the Auto Skills Center at Incirlik Air Base, Turkey, with a \$1.2 million cost. This project was executed maintaining a zero percent cost growth and only 25 days behind schedule – an almost picture-perfect execution.

Environmental Restoration

CM took on full responsibility for the active Air Force environmental restoration program in 2009 and successfully managed the program by executing over 500 projects worth more than \$420 million at 80 active installations. The Air National Guard remains the only MAJCOM program to not transition to the R-PMO.

The division set and met ambitious Air Force Environmental Restoration Account goals and 100 percent of all ERA-funded projects were awarded. CM developed and implemented also a restructured execution strategy in FY09 that led to a seven-fold increase in first quarter FY10 ERA project awards.

The Military Munitions Response Program transitioned to the division from the MAJCOMs in March. In support of this effort, the division standardized the Installation Restoration Program and MMRP structure through strong, centralized program management while integrating and sequencing clean-up funding priorities.

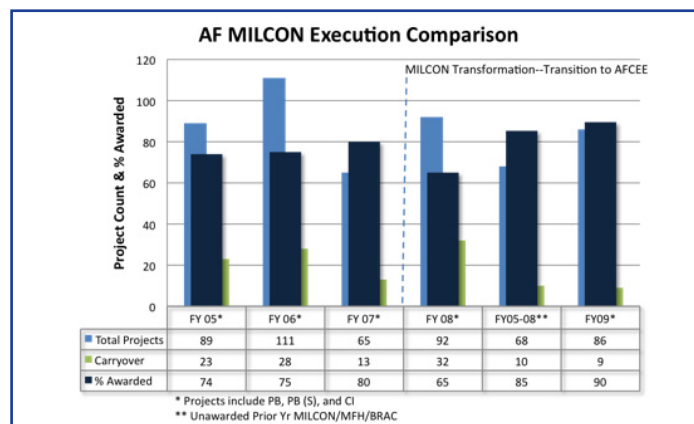
As a part of the division's MMRP efforts, it conducted expedited comprehensive response actions for more than 500 munitions response sites impacting over 330,000 acres of Air Force property. Along with these actions, Phase I comprehensive site evaluations for 60 installations and Phase II CSEs for five installations were completed. Ultimately, more than 169,000 acres were returned for mission use.

Other CM environmental accomplishments in 2009 included:

- ♦ Jump-starting and implementing the Air Force's response to the new Office of the Secretary of Defense Compliance Cleanup policies for post-1986 cleanup sites. CM led an exhaustive, centrally managed inventory that will ultimately enable more than 900 contaminated sites to be managed and restored using environmental restoration funds versus Operations & Maintenance funds.
- ♦ Significant progress toward achieving the Air Force's 100 percent Remedy in Place goal by 2012, which included achieving 120 RIP designations and redirecting more than \$50 million of ERA funds to accelerate funding at high-risk sites.
- ♦ Teaming with Florida and EPA regulators to manage

high-priority environmental restoration efforts at Tyndall AFB, resulting in a quick redirection of resources and expediting a \$5 million time-critical project to remove lead in soils at the base elementary school.

- ♦ Other new partnerships also were forged across the country at installation, state, regional and national levels. These included a teaming effort with California to resolve historic regulatory impasses and addressing more than 55 environmentally-related citations at over 100 sites statewide.
- ♦ Serving as host of the Biennial Restoration Workshop in San Antonio in August and supporting three Regional Environmental Restoration Summits in Orlando, Fla., Santa Fe, N.M., and San Francisco. These events were an opportunity for the division to provide training, guidance, face-to-face coordination with Air Force installation remedial project managers and discuss current Air Force environmental restoration/cleanup goals, Defense-State Memorandums of Agreement, best management practices and paths forward to achieve collective goals.
- ♦ Successfully advocated for the R-PMO to lead Air Force negotiations in coordination with other Air Force stakeholders, the EPA and the states. In March, seven Air Force National Priority List sites did not have signed FFAs. By December four had been signed and the remaining three were in negotiation or staffing.
- ♦ In cooperation with the Restoration Branch in AFCEE's Technical Division, expanded its approach to provide Environmental Restoration Program Optimization at more installations in support of optimizing the Air Force ERP. The program is designed to maximize program effectiveness and minimize financial liabilities and the Air Force's environmental footprint. Twenty-two ERP-O visits were conducted, yielding more than 100 recommendations to reduce costs and improve ERP effectiveness.
- ♦ Initiated an effort to digitize installation administrative record documents and provide Web-enabled access to them in accordance with statutory requirements, ensuring public access to documentation used for cleanup program decisions. All hardcopy documents were scanned into a uniform digital format and a process developed to provide a consistent level of service across the Air Force, the long-term goal being to provide searchable access to each installation's administrative records on a common Web platform. □



CM FY09 MILCON program

Technical Division (TD)



Marty Faile
Deputy Division Chief

Optimizing, transforming and re-engineering environmental programs and processes were a major focus of the Technical Division throughout 2009 with on-going efforts to optimize Air Force cleanup operations; build our capability as a natural infrastructure program management office; support Air Force planning, design, and construction efforts; assist installations with achieving high-performance, sustainable buildings; and numerous collaborative efforts with the Air Staff and major commands.

In 2010, the Technical Division will continue building on and begin implementing the program and process changes made throughout

2009; begin transforming and re-engineering additional programs and processes; build our technical reach-back capabilities through our subject-matter experts; and champion asset management and sustainability to manage and preserve the natural infrastructure. Additionally, in 2010 we are committed to:

- ♦ Reducing environmental reporting data requirements.
- ♦ Standardizing environmental quality program objective memorandum pricing and validation.
- ♦ Developing green house gases methods and protocols.
- ♦ Developing playbooks, revising Air Force instructions and guidance documents and developing and deploying tools to support transformation initiatives.
- ♦ Finalizing and fielding dormitory dynamic prototypes.
- ♦ Updating the NOISEMAP Modeling Program.
- ♦ Promoting green and sustainable remediation and expanding technology transfer beyond restoration.
- ♦ Developing an operation risk management strategy for emerging issues, and developing and fielding restoration program decision support tools, such as the environmental decision information tracking tool and others. □



The TD staff

TD Highlights



Hybrid trees growing at a landfill site on Chanute AFB, Ill.

In 2009 the division:

Supported a treatability study managed by the Air Force Real Property Agency to evaluate the use of hybrid poplar trees in cleaning up groundwater contamination at a closed landfill on the former Chanute AFB, Ill., to determine if this remedial alternative offers significant benefits over conventional mechanical pump-and-treat methods in preventing leachate migration.

Restored and stabilized areas at the Air Force Academy, Colo., by reconstructing stream channels to improve water flow in a creek and tributary that flow through the campus, extensively re-vegetating native upland, riparian and wetland plants and using more natural features and construction materials to conserve the habitat of the Preble's meadow jumping mouse, a federally protected species.

Re-vegetated degraded lands, removed invasive, non-native brush and constructed a wetland pond and berm at the Coyote Springs wetlands and Arroyo del Coyote riparian areas on Kirtland AFB, N.M., to return them to their natural state, preserve native plants and produce habitats for migratory wildlife.



Restoration work at the Coyote Springs Wetland Rehabilitation Project area.

Promoted green and sustainable remediation by promoting and implementing low energy, low environmental impact technologies, integrating green technology concepts with Air Force strategies for sustainable communities and providing education and training. In 2009, 43 percent of Air Force cleanup systems were considered green technologies.

Developed technical protocol for enhanced anaerobic bioremediation using permeable mulch biowalls and bioreactors after successfully installing and testing the first-ever solar-powered bioreactor at Altus AFB, Okla. This technology will also be installed at 10 other bases throughout the Air Force.

Continued Environmental Restoration Program Optimization implementation by providing assistance and implementation recommendations to 10 installations. As of 2009, the total estimated cost to implement ERP-O

program recommendations was \$21.5 million with a total estimated cost avoidance of \$230 million.

Developed the Asset Management Plan concept to improve sustainability through an asset management approach, define how civil engineering squadrons support installation missions and establish levels of service and key performance indicators for installation facilities, utilities, transportation networks, airfield pavements and natural infrastructure.

Led efforts to standardize the Environmental Management System Program resulting in optimized business processes that reduce Environmental, Safety and Occupational Health constraints and align asset management, EMS and sustainability concepts and requirements.

Facilitated ESOH program transformation efforts. Resulting changes streamline the overall ESOH Compliance Assessment and Management Program approach, focus on the highest compliance vulnerabilities and management practices, integrate EMS concepts and incorporate a three-tiered assessment system that includes process-level assessments and reviews.

Provided airfield vegetation management support to Columbus AFB and Shuqualak Auxiliary Air Field, Miss., to reduce wildlife-aircraft collisions and managed Air Education and Training Command forests to minimize forest-generated wind and turbulence adversely affecting aircraft approaches and landings.

Developed Integrated Natural Resources Management Plans for the Barry M. Goldwater Range, Ariz., Columbus AFB and Tyndall AFB, Fla., and supported controlled burns at Columbus and Tyndall and assisted Tyndall with procuring specialized wild-land fire equipment.

Provided management and oversight of cultural resource program initiatives impacting more than 2.1 million acres of Air Force property; identified and managed more than 18,500 archaeological sites, 5,000 historic buildings and 10 national historic landmarks; and did consultations with more than 364 tribes and Alaska Native groups.

Provided diverse services to multiple MAJCOMs and numerous installations by completing 45 site-assistance visits with traffic and engineering studies. Completed efforts included 22 assistance teams for eight MAJCOMs at 18 bases; aircraft noise studies for seven bases; traffic engineering desktop studies for four MAJCOMs; and golf environmental management studies for 12 bases.

Initiated outreach and advocacy efforts to improve community planner force sustainment and partnered with the Air Force Institute of Technology to update a planning course and multimedia lesson plans and create an subject-matter expert presence in the curriculum.

Developed electronic virtual building models called dynamic prototypes that apply building information modeling, incorporate best practices, streamline the design process, maximize consistency, reduce facility acquisition time and avoid “re-inventing the wheel.”

Validated the emerging sustainable communities concept by conducting surveys of 30 facilities at five installations and conclusively determining that federal high performance and sustainable buildings requirements can be addressed using an installation fence-to-fence approach.

Provided training to 300 students at seven LEED workshops. Since December 2007, the Built Infrastructure Branch has held 17 workshops and provided training to 1,000 attendees.

Developed the USAF Sustainable Site ToolKit, an interactive Web tool that facilitates project application of sustainable design and development principles. The tool is currently located at <http://www.rexroadapgeexamples.com/Sustainability2/index.shtml>

Conducted the annual Air Force Design and Construction Awards Programs, recognizing the efforts of design firms, agents, MAJCOMs and installations with 19 award-winning projects.

More than 230 Air Force and Air National Guard installations entered appropriate information for their installations into the Web-based Air Force Perchlorate Survey Database annually updated and managed by TD. Entered into the database were sampling data for drinking-water systems and groundwater and soils potentially impacted by the contaminant. Each installation filled out a questionnaire on recent perchlorate sampling, including location, date and analytical results of the sampling effort.

In 2009, TD’s chemistry support, through the Restoration Program Management Office, issued a memorandum requiring the use of the consolidated Uniform Federal Policy for Quality Assurance Project Plans guidance in its environmental restoration program. The UFP-QAPP is a three-part document containing a reference manual and workbook and a quality assurance/quality control compendium. The manual provides guidance for preparing QAPP documents.

Also, chemistry support initiated a forensic chemistry guidance document for project managers and technical staff, identifying opportunities for the use of innovative environmental chemistry forensic techniques. The document will help the reader choose the best techniques specific to their contaminants, give examples for the use of environmental chemistry forensic tools and provide a decision matrix for executing a forensic chemistry investigation.

The ERP-O program provides reach-back resources to Restoration Program and project managers throughout the Air Force. It encompasses the principles of performance-based management into a life-cycle optimization evaluation of an installation’s past, current and planned life-cycle cleanup activities to ensure protection of human health and the environment at minimal risk and optimal costs.

Other 2009 TD accomplishments included:

- ♦ Remedial Process Optimization teams staff assistance visits to 27 Air Force installations and joint bases, resulting in expedited RIPs, cost avoidance and decision efforts focused on site uncertainty and data quality.
- ♦ Continued efforts to institutionalize green and sustainable remediation within the Air Force environmental restoration program. More than \$3 million was invested through the AFCEE Technology Transfer Broad Agency Announcement in green and sustainable technologies and 13 sustainability assessments were made at active bases and Air National Guard facilities. Also, contract language was drafted for existing and future Air Force contracts to incorporate sustainable practices into environmental projects and contracts.
- ♦ Expanded use of the AFCEE Technology Transfer Broad Agency Announcement to include pollution prevention, Military Munitions Response Program and sustainability. More than \$3 million was invested in the AFCEE BAA, with a portfolio consisting of technologies and approaches focused on: emerging contaminants and issues; green and sustainable remediation; long-term monitoring optimization; MMRP; pump-and-treat enhancement; and innovative treatment technologies. Historically, the AFCEE BAA program has experienced an 11 to one return on investment and a 90 percent successful technology deployment. □

Contingency Construction Division (CX)



Col. Terry Watkins
Division Chief

CX continued to provide a full complement of engineering construction and environmental project execution services. Its customers included Air Forces

Central Command, Army Central Command, Combined Security Transition Command-Afghanistan and U. S. Forces-Iraq. In 2009, CX managed more than \$1.1 billion in active construction, which included 57 new projects valued at over \$469 million.

The MILCON Branch was responsible for a significant portion of the new award total and the largest initial CX task order to date – \$167 million for construction of a new runway and aircraft parking aprons at Camp Bastion in Afghanistan.

The Programs Branch, based at Langley AFB, Va., managed more than 115 active projects valued at

over \$2.6 billion, primarily in support of the Air Forces Central Command construction program.

Although CX construction was primarily focused on Afghanistan, the division supported also critical requirements in Qatar, Kuwait, Oman and Iraq. The Iraq workload, however, continued to draw down. The Programs Branch executed 15 final construction projects valued at more than \$134 million in that country, closing the Air Force Central Command's capital investment program totaling 38 projects. □

CX Highlights

Afghanistan

Construction projects in Afghanistan included:

- ♦ The \$81.7 million Afghan Defense University, the training school for that nation's future army and air corps officers. When completed in 2011, Afghanistan's "West Point" will be home to 1,600 cadets and 620 faculty members.
- ♦ The \$20.2 million Afghanistan National Army Intelligence compound in the Sia Sang area of downtown Kabul. The compound includes the headquarters of the ANA's intelligence (G2) as well as operational and training organizations and the intelligence school.



The CX staff



The Afghanistan National Army Intelligence headquarters under construction in Kabul.

- ♦ The new \$49 million Ministry of Defense Headquarters in Kabul. This five-story facility will augment the old MOD building and provide 37,000 square-meters of additional office space to house Afghanistan's National Military Command Center, the equivalent of the U.S. Pentagon.



Architect's rendering of the new Ministry of Defense Headquarters in Kabul, Afghanistan.

- ♦ Phases I and II of the \$69 million Kabul Military Training Center. The complex consists of administrative facilities, fitness center, barracks and classrooms. The KMTC, which will serve as the Afghan National Army's basic military training, supports 4,800 personnel.
- ♦ A \$167 million runway, strategic airlift aircraft and rotary wing aircraft aprons at Camp Bastion. When completed, the projects will significantly increase strategic airlift capability to and from the base and region. The strategic airlift apron will enable up to two C-17 and three C-130 aircraft to simultaneously stage while the rotary wing apron with its 45,000 square-meters of space will allow 15 C-47-sized helicopters to operate from the camp.
- ♦ Six contingency operations projects at Bagram Air Base were bundled into a single solicitation in order to "fast track" contract acquisition and streamline follow-on execution of nearly \$110 million in new construction. This effort led to an overall 35 percent bid savings from the original programmed amount of \$165 million.

Kuwait

In Kuwait, construction projects included:

- ♦ A \$11 million combined NCO academy at Yarmouk. This 6,500 square-meter school provides a first-class training facility for more than 600 students annually.

- ♦ A \$10 million water-distribution and fire-suppression system at Camp Arifjan. It consists of more than 1,500 linear-meters of distribution piping, manholes, valves and fire hydrants to protect over \$250 million of real property.
- ♦ An \$11 million combined NCO Academy for the 25th Commando Brigade in Northern Kuwait. This 6,500 square-meter facility provides a first-class training facility for more than 600 students annually.
- ♦ A \$4.2 million joint officer training building at Yarmouk. This is a three-story, 3,000-square-foot, first-class facility that will train 150 students annually.
- ♦ A \$1.3 million troop medical clinic at Camp Buehring. This 300-square-meter, Type II medical facility provides state-of-the-art medical care at a remote location and serves a population of more than 2,000 personnel.

Oman

In Oman, CX executed a \$19 million project to repair petroleum, oil and lubricants facilities at Misirah Island. The project replaced more than 1.8 linear miles of 12-inch pipeline and repaired and upgraded fuel tanks, fuel lines, electrical systems and a hydrant refueling system.

Qatar

In Qatar, CX:

- ♦ Executed a \$4.1 million sensitive compartmented information facility and utility expansion project at Al Udeid Air Base. The project constructed six independent sensitive information facilities for processing classified information and expanded electrical distribution and water-storage tanks.
- ♦ Executed a \$13.3 million combined air operations center renovation project at Al Udeid. This project completely renovated a host-nation-provided shell of a facility into a state-of-the-art air operations center supporting more than 1,000 personnel. Additionally, three exterior support facilities providing lodging, communications and computer support were constructed. □

Housing Privatization Division (HP)



Col. Rodney Croslen
Division Chief

The vision of the 1996 Military Housing Privatization Initiative continues to be realized through the quality of homes constructed and the sense of community created by professionals who are dedicated and committed to ensuring quality performance and delivery of an exceptional level of customer service.

The Housing Privatization Program Management Office has made great strides in transforming from a process-focused to a customer- and-product-focused organization in support of AFCEE's strategic vision. The result should be continued improvement in both the quality of life of our current generation of servicemen and women and the way we attain and use resources to support housing for future generations.

In 2009, HP experienced numerous successes including four ground-breaking ceremonies and 17 ribbon-cutting events signaling the availability of brand new homes for Airmen; support for the secretary of the Air Force and the Air Force chief of staff-mandated Year of the Air Force Family; nomination for the



The HP staff

Chief of Staff Team Excellence Award; implementation of leading-edge sustainable initiatives; and various other successes across the Portfolio Management, Operations and Execution branches.

Together with our partners in privatization, the project owners, we have privatized over 70 percent of family housing for a total of

approximately 38,000 units. Despite some challenges, the privatized housing program has eliminated nearly 35,000 inadequate units and is providing an average of 500 new and renovated homes per month. This year alone 3,876 new homes were built, 2,160 were renovated and 4,373 units were conveyed. Additionally, we celebrated the



Groundbreaking ceremony for Phase II of the first Air Force housing privatization project at Lackland AFB, Texas.

beginning of construction at three groundbreaking events and availability of new and renovated homes through 17 ribbon-cutting ceremonies.

Everyone benefits from privatization, which has brought quality homes, in record time, to Air Force families. It is a success!

Privatized Projects					
Base/Group	Closing Date	Number of Units	Base/Group	Closing Date	Number of Units
Lackland I	Aug 1998	420	Hickam II	Aug 2007	1,118
Dyess I	Sep 2000	402	BLB Group	Sep 2007	3,189
Robins I	Sep 2000	670	• Barksdale AFB		• 1,090
Elmendorf I	Mar 2001	828	• Bolling AFB		• 669
Wright-Patterson AFB	Aug 2002	1,536	• Langley AFB		• 1,430
Kirtland AFB	Apr 2003	1,078	Tri Group	Sep 2007	1,466
Buckley AFB	Aug 2004	351	• Los Angeles AFB		• 572
Elmendorf II	Sep 2004	1,194	• Peterson AFB		• 652
Hickam I	Feb 2005	1,356	• Schriever AFB		• 242
Hill AFB	Sep 2005	1,018	AETC Group 2	Oct 2007	2,200
Offutt AFB	Sep 2005	1,640	• Columbus AFB		• 453
Dover AFB	Oct 2005	980	• Goodfellow AFB		• 241
Scott AFB	Jan 2006	1,593	• Laughlin AFB		• 451
Nellis AFB	May 2006	1,178	• Maxwell AFB		• 501
McGuire AFB	Sep 2006	2,084	• Randolph AFB		• 317
AETC Group 1	Feb 2007	2,607	• Vance AFB		• 237
• Altus AFB		• 530	Robins II	Oct 2007	207
• Luke AFB		• 550	AMC East Group	Nov 2007	1,458
• Sheppard AFB		• 714	• Andrews AFB		• 887
• Tyndall AFB		• 813	• MacDill AFB		• 571
Air Force Academy	May 2007	427	Vandenberg AFB	Nov 2007	867
ACC Group 2	Jul 2007	1,838	AMC West Group	Jul 2008	2,435
• Davis-Monthan AFB		• 929	• Fairchild AFB		• 641
• Holloman AFB		• 909	• Tinker AFB		• 660
			• Travis AFB		• 1134
			Falcon Group	Nov 2008	2,619
			• Hanscom AFB		• 747
			• Little Rock AFB		• 1000
			• Moody AFB		• 256
			• Patrick AFB		• 616
			Lackland II	Dec 2008	465
Grand Total: Number of Units					37,224

HP Highlights

Year of the Air Force Family

The goal of Year of the Air Force Family is to highlight the Air Force's commitment to the extended Air Force family, including all Airmen and their dependents, Air Force civilians and retirees. For HP, it presented a unique opportunity for the division to place an increased focus on current initiatives providing Airmen and their families with quality housing and exceptional customer service. In 2009, there were more than 250 recreational and community support initiatives project owners provided for Air Force families, including: National

Night Out, afternoon at the zoo, ice cream trucks, resident appreciation burger burns and breakfast-on-the-go.

Chief of Staff Team Excellence Award

HP was chosen as a finalist to compete for the 2009 Chief of Staff Team Excellence Award in recognition of the division's ability to implement process improvement throughout the HP program and demonstrate impact, results and sustainment of those improvements. HP was one of two winning teams for headquarters Air Force.

Sustainability

Privatized projects are not only performing well, but there are also many sustainability initiatives being implemented to ensure long-term success. By minimizing the environmental impacts of internal operations, as well as those of the products and services provided in support of environmental sustainability, Airmen and their families will benefit for years to come. Many project owners have already established sustainability programs into their construction and renovation efforts, including:

- ♦ Low-E glazed windows,
- ♦ Energy Star-rated appliances,
- ♦ programmable thermostats,
- ♦ ultra-low flow plumbing fixtures,
- ♦ natural gas water heaters and
- ♦ pedestrian efficient neighborhoods (walk ways, jogging paths and bike trails).

In addition to the sustainable product use, some project owners are going the extra mile to ensure privatized housing sets new standards for present and future residents through innovative ideas that reduce electricity usage and conserve natural resources. The ACC Group II project at Holloman AFB, N.M., and Davis-Monthan AFB, Ariz, owned by Actus Lend Lease, has partnered with Solar City (a solar panel installer and financier), Tucson Electric Power (TEP), National Bank of Arizona and U.S. Bancorp Community Development Corp. to undertake a large scale solar project at Davis-Monthan AFB.



Solar panels are installed on a privatized housing project.

Portfolio Management

The overall condition of the portfolio was assessed using three key performance indicators: Net operating income, which identifies the amount of funds available for construction and operations of the project; occupancy

levels; and resident satisfaction. All indicators have improved since last year:

- ♦ Net operating income increased to 95.6 percent as of the third quarter.
- ♦ Occupancy increased to 90.1 percent as compared to 89.2 percent one year ago.
- ♦ Preliminary results for resident satisfaction show increases across the board this year, with all but five of the 43 bases receiving a score of “average” or above.

Occupancy is improving as the overall condition of the housing inventory improves. As of Sept. 30, there were 3,412 other-eligible tenants residing in privatized housing equating to 10.6 percent of total occupancy; most were active-duty members of other services and unaccompanied Airmen. Only 438, or 1.2 percent, were general public tenants and most of them reside at installations with privatized housing outside the gate.

Although there is progress in both occupancy and financial performance, these two areas require continued attention. The Air Force has consolidated and standardized its construction oversight program to identify and resolve issues early and streamline approval processes to begin and complete construction work phases. Increasing occupancy of target tenants, implementing the tenant “waterfall” and addressing rate and consumption-related utility issues are primary concerns in upcoming quarters.

Operations

HP continues to provide education opportunities for all program stakeholders. This year the HP team delivered:

- ♦ The 2009 Housing Privatization Workshop in November in San Antonio;
- ♦ Asset Management courses to installation, major command and project owner personnel and staff;
- ♦ Privatized Housing Orientation Training for newly closed projects (such as The Falcon Group); and
- ♦ Partnering and operations reviews at specific installations where it was identified as a need.

These education opportunities help to better familiarize attendees with management and operations of the HP program. The organization conducted also an extensive, bottom-up review of its current education and training program and is currently collaborating with Air Staff and the Air Force Institute of Technology to develop an executable training and education plan based on the analysis.

Policy Development

HP reviewed its policies on many program aspects and made great programmatic improvements and clarification on a number of issues, including:

- ♦ Guidance on waterfall implementation that supports initiatives beyond the limitations of the tenant waterfall. Focus on best business practices enhances the commander's ability to implement the waterfall to ensure the project's financial success.
- ♦ The co-location policy that strengthens partnerships between project owners and housing personnel by encouraging co-location of their offices. This not only improves business operations but also gives Airmen and their families access to a one-stop-shop.
- ♦ Guidance on the installation and display of flags, which supports the project owners' desire to ensure residents retain their right to demonstrate their patriotism visually while adhering to the terms and conditions of their lease.
- ♦ Additionally, HP collaborated with Air Force Security Forces, the Air Force Information Protection Directorate and the Air Force Personnel Center to resolve a programmatic issue with base access, leading to the creation of specific policy to be incorporated into Air Force Instructions (publication pending) and development of interim policy.

Execution

Going forward, HP will ensure the eight remaining projects (22 total bases) remain viable while ensuring that all inadequate housing at Air Force installations is addressed. This year, HP conducted a review of the program and adjusted project scope and financials to ensure the long-term viability of housing projects. This effort "reset" the HP program and, coupled with innovative ideas for improving the execution of the last remaining projects, will help ensure the completion of the housing privatization effort for bases in the continental United States, Alaska and Hawaii.

In December, an Industry Forum Update using videocast technology was held for the Southern Group project (consisting of Arnold AFB, Tenn.; Keesler AFB, Miss.; and Charleston and Shaw AFBs, S.C.). The Internet broadcast was attended by about 168 private-industry representatives, making it the largest forum ever. After a 30-minute presentation attendees were able to e-mail questions to the presenters, with questions and responses



Housing at Goodfellow AFB, Texas.

posted on the project's Website. Also posted was a Request for Qualifications. The broadcast kicked off the 60-day solicitation process in January.

In 2010, HP will continue monitoring the current financial situation with respect to the housing market and make adjustments to its program, thus ensuring the success of the remaining projects. Monitoring will continue, also, on projects in the portfolio to ensure they are operating efficiently and effectively. Through these efforts, HP will ensure that Airmen and their families continue to have access to safe, quality, affordable and well-maintained housing in communities where they choose to live. □

Future Projects	
Group/Base Name	Projected End State # of Units
Beale AFB	509
Continental Group <ul style="list-style-type: none"> • Edwards AFB • Eglin AFB • Hurlburt AFB • McConnell AFB • Seymour Johnson AFB 	3,385 <ul style="list-style-type: none"> • 796 • 929 • 548 • 364 • 748
Dyess II	674
Eielson AFB	716
Elmendorf AFB/ Ft. Richardson	1,240
Northern Group <ul style="list-style-type: none"> • Cannon AFB • Cavalier AFB • Ellsworth AFB • Grand Forks AFB • Minot AFB • Mountain Home AFB 	4,549 <ul style="list-style-type: none"> • 828 • 12 • 497 • 547 • 1,606 • 1,059
Southern Group <ul style="list-style-type: none"> • Arnold AFB • Charleston AFB • Keesler AFB • Shaw AFB 	2,185 <ul style="list-style-type: none"> • 22 • 345 • 1,188 • 630
Western Group <ul style="list-style-type: none"> • FE Warren AFB • Malmstrom AFB • Whiteman AFB 	2,756 <ul style="list-style-type: none"> • 749 • 1,116 • 891
Grand Total: Number of Units	16,014

Operations Support Division (OS)



Edward Noack
Division Chief

OS continues to focus on providing the right financial, IT and human resources support to enable the productivity of AFCEE people. The past year was marked by a Unit Compliance Inspection verification of sound AFCEE functional practices. We also experienced a maturation of services supporting the AFCEE assigned civil engineer transformation missions and preparation for AFCEE's upcoming Base Realignment and Closure realignment to Lackland AFB, Texas.

In the coming year OS will focus on adopting the new support structure at Lackland to enhance AFCEE mission accomplishment and making our Building 171 office space a productive and safe place for AFCEE people as well as supporting the AFCEE remote locations. (See related story on page 28.)

Other initiatives requiring OS attention include transitioning AFCEE contracting personnel to the Air Force Materiel Command Enterprise Sourcing Group, implementing approved contractor-to-civilian conversions and the National Security Personnel System to General Schedule conversions resulting from the National Defense Authorization Act of 2010.

OS financial management practices were rated "excellent" during the UCI performed by the Air Force Inspection Agency. Financial Management contributions to the AFCEE mission included improving the management and transparency of the agency's

operating and project funding through implementation of a financial dashboard updated regularly from official Defense Finance and Accounting Service data.

OS processed 200 military construction program funding realignments (\$78 million) to optimize the Air Force military construction program and helped award \$456.9 million for projects in the Area of Responsibility (Afghanistan and Iraq) and support of DOD partners. In addition, the division obligated 100 percent of funds (\$445 million) for the Environmental Restoration Account program despite a one quarter delay in obtaining ERA obligation authority.

In the area of computer support, OS installed more than 600 laptops and nearly 800 VISTA operation systems in preparation for the move to the network at Lackland AFB. Additionally, 90 percent of the division's information technology personnel acquired DOD-mandated Information Assurance certification.

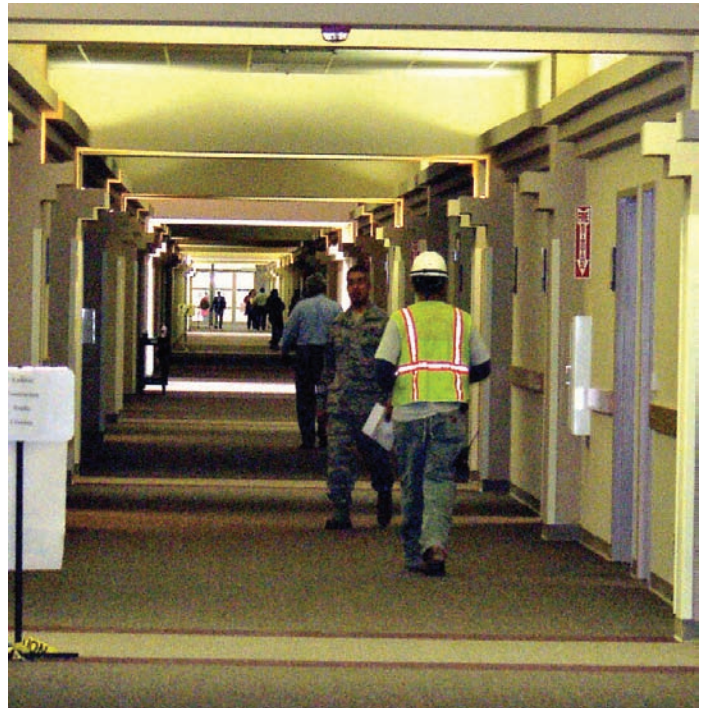


The OS staff.

Recognition of the division's work in computer systems support included the AFCEE Website being considered the largest and best-managed site in the Air Force by the Air Force Office of Public Affairs and an "outstanding" rating in communications management practices from the AFIA during the UCI.

Accomplishments in the areas of human resources included hiring 115 new AFCEE civilians, including interns, 14 Student Career Experience Program participants and 11 new contracting personnel.

In preparation for AFCEE's move to Building 171, its new home at Port San Antonio, formerly Kelly AFB, the division inventoried all personal property for the first phase of the relocation. □



Part of the long corridor that runs the length of the quarter-mile Building 171, AFCEE's new home. (Photo by Gil Dominguez)



One of the entrances near the west end of Building 171. (Photo by Gil Dominguez)

Contracting (AC)



Col. Geoffrey Ellazar
Division Chief

In 2009, the Contracting Division executed all acquisitions (to include construction) for task orders against multiple award contracts in strict compliance with Fair Opportunity competition procedures described in Defense Acquisition Regulations System 216.505-70. This created unprecedented new opportunities for all of our industry partners holding contracts under our many contract suites. Upholding competition as a prevailing principle, however, also contributed in some cases to longer acquisition lead times as the number of offerors and the respective amount of time to evaluate more proposal submissions grew. AC will continue to work with industry partners,

colleagues and internal and external customers to improve efficiency even as we achieve higher degrees of compliance, consistency and transparency – we collectively owe our customers, industry partners and the tax-paying general public nothing less.

AC gained a higher level of autonomy as the Air Force Materiel Command director of contracting granted the division delegable head-of-the-contracting-activity responsibilities and general contracting authority and also designated AFCEE as a “procuring activity.” These new authorities reflected the increased capability of the division, as acquisition policy and

Group consistent with Installation Acquisition Transformation.

Although the contracting staff will no longer fall under the AFCEE chain of command, the transition to an independent functional contracting chain of command should be, for all intents and purposes, transparent to all customers.

In FY09, AC obligated \$1.6 billion via 3,720 contract actions. The division also announced contract awards for the Worldwide Environmental Restoration and Construction (WERC09) and the small business set aside Environmental Construction Operations & Services (ECOS09) follow-on multiple award contract acquisitions. We also

AC will continue to work with industry partners, colleagues and internal and external customers to improve efficiency even as we achieve higher degrees of compliance, consistency and transparency.

pricing and contracting plans and programs personnel were brought on board in accordance with BRAC transfer actions. Over the next year, AC will realign from AFCEE to the new AFMC Enterprise Sourcing

welcomed 40 contracting professionals new to the division, some of them high potential developmental “Copper Cap” recruits. □



The AC staff.

Strategic Initiatives (SI)



Christine O'Brien
Division Chief

In 2009 SI was involved in finalizing the AFCEE Strategic Plan and assisting in its implementation. At the Annual Strategic Plan review offsite held in October, discussions centered on the current status of the AFCEE Strategic Plan implementation, resource allocation and future goals. These meetings, as outlined in the plan, are intended to ensure that the Strategic Plan remains a living, executable document.

SI is responsible for several areas within the AFCEE Strategic Plan, from strategic acquisition execution, AFCEE strategic planning and process improvements, to strategic communications and security.

The division used Headquarters Operating Instructions 38-1, the AFCEE governance process, to conduct/facilitate more than 70 mid- and senior-level management sessions. Issues affecting the agency were worked collaboratively using branch chief forums to AFCEE corporate boards.

The Strategic Acquisitions Branch led a clearinghouse that serves as the central point of entry for work requirements projected to be accomplished by the agency in the current fiscal year. The clearinghouse is made up of representatives from AC, EX, JA, OS, TD and CX. More than 850 requirements were scrubbed by this team; 39 were re-vectored, 12 deferred and 19 cancelled. The clearinghouse's goal is to ensure transparency and consistency of work executed on AFCEE contracts and provide acquisition planning assistance if the requirement does not fit within AFCEE contract tool box.

The civilian executive assistant led the training and development standardization process efforts by working directly with 30 mid-level managers to establish a foundation

for 400-plus individual development plans and refresh the old HOI. In addition, more than 30 government and public award packages were processed in an effort to bring recognition to our people.

The Security Branch processed 1,170 common-access card applications and facilitated submission of more than 400 background and clearance investigation applications to ensure timely access by employees to installations and DOD networks. The applications included: National Agency Check with Inquiries, Access National Agency Check with Inquiries, Periodic Reinvestigation, Single Scope Background Investigation and Single Scope Background Periodic Reinvestigation.

The branch also reviewed over 170 Operations Security Web taskings and facilitated coordination of more than 75 DD Forms 254, necessary for contractor access to classified information. The team also worked Contracting Officer Representative training, SIPRNet, in and out processing and other daily support activities.



The SI Staff

SI also led the development and completion of AFCEE's 2010 Strategic Communications Plan, a guide for creating and maintaining effective communications in the agency. It outlines current communications programs and products and ways to improve them and proposes new programs that will broaden the scope and effectiveness of the Center's overall communications programs.

The goal is to improve customer support by delivering products and services in a consistent, transparent and efficient manner.

Every aspect of this document is focused on ensuring that employees, customers and stakeholders are fully aware of, engaged in and supportive of AFCEE initiatives thanks in part to an organizational culture that encourages open and honest communications at all levels.

This plan:

- ♦ Establishes a requirement to project and track all AFCEE participation in events that involve customers and stakeholders so that we can provide appropriate materials to the audiences at these events and capture valuable feedback from them;
- ♦ Defines division-, branch- and employee-level involvement as initiators of ideas and content for communications products and a governance structure to facilitate that involvement;
- ♦ Leverages our existing communications resources by creating a communications working group that will gather ideas and images and work with Public Affairs to tell the AFCEE story from all parts of the organization;
- ♦ Establishes a visual brand manager for AFCEE and a requirement for consistent communications product branding;
- ♦ Links communications at all levels to our Strategic Plan and its major goals; and
- ♦ Establishes ways to identify and enable key opinion leaders.

SI led an AFCEE task order award process improvement event as part of an AFSO21 initiative to address task order award timeframes. Process reviews are conducted to establish the current state of task order

awards, review and analyze data on current awarding processes and develop a plan to address the future state of task order awards with an emphasis on reducing the time it takes to award task orders. AFCEE issues task orders under contracts that support engineering, environmental, construction and consulting activities worldwide.

The process improvement cycle began by conducting process mapping events across several major AFCEE contract vehicles. Additional initiatives, such as rapid improvement events and future state task order process mapping, will enhance process improvements. Quantitative and qualitative analyses of task orders have helped AFCEE identify where processes can be improved and standardized. The goal is to improve customer support by delivering products and services in a consistent, transparent and efficient manner.

In 2009, the Strategic Acquisition branch continued to award contracts in support of the Air Force Civil Engineer. The Worldwide Environmental Restoration and Construction (WERC09) contracts offer a full range of construction and engineering activities to meet all of an installation's environmental and traditional engineering needs. This \$3 billion contract was awarded in October. We are currently working on the small business set-aside; Environmental, Construction and Operations and Services (ECOS); Global Engineering Integrated Technical Assistance (GEITA); and the Environmental Operations and Services (EOS) vehicles. □



Colonel Wilfred Cassidy joined AFCEE in 2009 as the Center's new deputy director. The Maine native came to AFCEE from Nellis AFB, Nev., where he was commander of the 820th RED HORSE Squadron.

Small Business Programs Office (SB)



Mary Urey
Division Chief

The Small Business Programs Office is excited to have migrated into the AFCEE organization in October 2009 and become AFCEE's newest division. SB is a small division with an important mission to create and deliver strategies that bring innovative, agile and efficient small business solutions to AFCEE. SB is the director's advocate and representative for small business and Historically Black Colleges and Universities/Minority Institutions.

Although SB is now officially an AFCEE division, we will continue providing service to the 311th Human Systems Wing and other base tenant organizations until September 2011. Brooks City-Base is one of the Air Force bases affected by the 2005 Base Realignment and Closure process. The move from the 311 HSW to AFCEE is largely a formality since AFCEE had already been the Small Business Programs Office's major customer and its staff had developed a good working relationship with the agency's contracting officers and program managers. Actually being part of the AFCEE organizational structure, however, presents the

advantage of more insight into the daily on-goings and increases camaraderie with the rest of the staff.

SB manages and oversees execution of the AFCEE Small Business Program helping contracting officers and program managers increase the participation of small companies in AFCEE acquisitions. We strive to ensure that the acquisition community views interactions with small business as more important than merely a means to achieve numerical goals, working aggressively to create strategies that support the AFCEE mission.

The use of small businesses is required by Federal Acquisition Regulations which state that "it is the policy of the government to provide maximum practical opportunities in its acquisitions to small business." But beyond the federal requirements, using small businesses is the right thing to do. Small businesses are the building block for our country and the backbone of our economy.

We want to bring small businesses in, not because somebody set some percentage goal but because they add value to the mission. We want to spread the word that we should not assume that just because a business is categorized as small it doesn't possess the capabilities to perform well on a contract. We have small businesses on all of our AFCEE contracts, and they are accomplishing the mission.

In addition to the above, SB is the focal point for the USAF Small Business Programs Office on environmental matters as they relate to the small business community. SB also counsels and provides support to small businesses looking to get into Air Force contracting. We act as a liaison between the small business community and the acquisition community. SB also counsels and provides support to large businesses in regards to their small business subcontracting programs. □



The Small Business Programs Office is staffed by, from left, Mary Urey, division chief; Grace Elizalde, small business specialist; and Esmeralda Rodriguez, also a small business specialist.

Judge Advocate (JA)



Lt. Col. Jennifer Smith
Division Chief

This year, AFCEE saw a significant increase in contract claims, litigation and protests. JA was involved in supporting AFCEE's contracting support function and AFCEE's management concerning a broad

spectrum of issues associated with this new litigation workload.

Also, JA was a driving force behind the creation of AFCEE's new Root Cause Analysis Team. This team is tasked to institutionalize a "lessons learned" approach for AFCEE – taking AFCEE's "problem" projects and finding out what went wrong and what could have been done better – with the aim to provide information to AFCEE's project managers, contracting officers and customers to improve the product-delivery process.

We were also active participants in the first full year of operation of AFCEE's "Clearinghouse" – a team that provides an interdisciplinary

look at all the projects coming to AFCEE for execution with the goal of ensuring AFCEE's contracting tools and other resources are used properly and efficiently to provide the best possible support to the Air Force.

Finally, we retained our focus on providing ethics advice to ensure that AFCEE's multibillion dollar activities remain above reproach. □

JA was involved in supporting AFCEE on a broad spectrum of issues.



The JA staff.

AFCEE's move marks a new era



The quarter-mile long Building 171 at the former Kelly AFB, Texas – AFCEE's new home beginning in 2010.

The Air Force Center for Engineering and the Environment is approaching a new milestone in its almost 20-year history with the move to Building 171 at Port San Antonio.

It is a phased and orderly transfer of personnel and equipment that has been in the making since 2005 when the Base Realignment and Closure Commission placed Brooks on its list of installations to be closed, said AFCEE director Dennis Firman.

Along with the physical move comes a shifting of gears in preparing for the future direction of the agency. In October AFCEE finalized its strategic communications plan, which outlines the agency's plan for becoming a customer-and-product focused agency rather than one that is process-focused.

Although the AFCEE move is not a major one as far as distance is concerned, it does represent another milestone in the Center's evolution.

Located at the former Kelly AFB, Building 171 was used back in World War II as a central depot for supplies and



Most of the staff at the start of AFCEE worked in a series of modular offices. Here one of the trailers is delivered. Looking on is Bill Kivela.

equipment bound for Europe.

Although the building is eight times the size of the White House – a total of 452,000 square feet – it will serve as the home to 11 Air Force agencies numbering about 2,800 people.

Some of the other agencies AFCEE will share a home with include the Air Force Real Property Agency, Air Force General Council, Air Force Services Agency and Air Force Medical Operations Agency.

Port San Antonio is working with AFCEE to improve the surrounding area and attract more local businesses, restaurants and shopping to accommodate the coming growth in government personnel.

The port also has plans to build a full service café to include wireless Internet connectivity, flat-screened televisions and a patio.

(Information provided by Summer Allen of AFCEE contractor Booz Allen Hamilton)



Building 532 at Brooks City-Base, Texas, has been AFCEE's home since 1995.

Photos by Gil Dominguez

AFCEE involved in BRAC construction

In 2009 AFCEE project managers managed and executed a high volume of military construction projects in San Antonio due to Base Realignment and Closure decisions.

As a result of these decisions, many new jobs are being created in the city (12,000 additional military and federal positions) and AFCEE's construction branch received a much larger piece of the total amount of Air Force construction projects.

"In order to meet the surge support of the BRAC work, we had to work harder and smarter and also redirect other resources to take on the work required in this mega program," said Ben Kindt, construction branch chief, Capital Investment Execution Division.

AFCEE is currently responsible for executing 20 percent of all BRAC-related military construction projects nationwide, as opposed to the 5 percent it normally executes.

AFCEE, through the San Antonio Joint Program Management Office, has awarded BRAC projects totaling more than \$300 million. The JPMO represents a partnership between AFCEE, the U.S. Army Corps of Engineers and the U.S. Naval Facilities Engineering Command, as well as private sector contractors.

"Utilizing the tools and strategies of all three services helps us merge specific design requirements of each service into integrated facilities that meet their collective needs," said Randy Holman, program manager with the U.S. Army Corps of Engineers and spokesperson for the JPMO.

AFCEE in 2009 worked with the JPMO to award construction of the 1.9-million- square-foot Medical Training Education Complex at Fort Sam Houston. This facility will accommodate enlisted medical students from all service branches, and the school is anticipating an enrollment of 9,000 students per day.

Some of the features in this new facility include dorms, classrooms, laboratories, administrative center, physical fitness center, student activities center and a dining facility.

"At the METC building, we have all three services represented: Army, Air Force, and Navy," said Mr. Holman. "We were able to bring all three of these services' construction agents like AFCEE, USACE, and NAVFAC together to fully understand the perspective of each service branch so we could meet their needs," he said.

(Information provided by Summer Allen of Booz Allen Hamilton.)



The Medical Training Education Complex under construction at Fort Sam Houston. AFCEE is currently responsible for executing 20 percent of all Base Realignment and Closure-related military construction projects nationwide.

SIE: HQ AFCEE/SIE
3300 Sidney Brooks
Brooks City-Base TX 78235-5112

OFFICIAL BUSINESS

PRSTD STD
US Postage
PAID
Permit #382
Dulles, VA

